



COMDTINST 5224.11A

APR 13, 2001

COMMANDANT INSTRUCTION 5224.11A

Subj: QUALITY PERFORMANCE CONSULTANTS

1. PURPOSE. This Instruction provides policy, procedures, and guidance concerning the use and duties of Coast Guard Quality Performance Consultants (QPCs) in achieving Coast Guard goals for quality and management effectiveness.
2. ACTION. Area and district commanders, commanders, maintenance and logistics commands, commanding officers of headquarters units, assistant commandants for directorates, Chief Counsel, and special staff offices at Headquarters shall ensure compliance with the provisions of this Instruction.
3. DIRECTIVES AFFECTED. Quality Performance Consultation and Training, COMDTINST 5224.11 is cancelled.
4. DISCUSSION. The Quality Performance Consultant (QPC) Program was established in 1994 to help integrate quality management principles into Coast Guard work. Since the Program's inception, unit commanders and staff chiefs have sought performance improvement help in many forms, such as: leadership, management and quality training; project management; performance assessment; strategic alignment work; specialized facilitation; and, process improvement.
 - a. Commandant (G-CQM) is responsible for the Coast Guard's management effectiveness and quality implementation programs, of which QPCs are a critical component. The mission of the Quality Performance Consultant Program is to assist the Coast Guard, Coast Guard units, and individuals in improving overall mission performance. The desired Program outcomes follow.

DISTRIBUTION – SDL No.139

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NON-STANDARD DISTRIBUTION:

- (1) The Coast Guard at all levels will use a holistic, systematic leadership and management approach.
 - (2) Organizational improvement occurs at the highest-impact levels of the Coast Guard.
 - (3) Client units achieve measurable performance improvement and accomplish their goals.
 - (4) Client units get the best return for minimum investment or high return for high investment whenever QPCs assist them.
 - b. The QPC Program mission has evolved since 1994, in such a way that the initial guiding principles and policies provided are no longer relevant. The policy and procedures contained herein are intended to improve QPC availability, use, and effectiveness to the Coast Guard as a whole to assist in improving overall mission performance.
2. POLICY. QPCs are change catalysts, providing advice, counsel, and assistance to Coast Guard leaders and managers, at all levels of the organization. The QPCs provide analyses of gaps in attaining and maintaining high performance, advice and counsel on performance improvement, leadership, management, business issues and topics, and tools to effect performance improvement. These products and services are delivered by discerning objectives, conducting assessments, presenting findings, consulting for decisions, implementing or monitoring interventions, and conducting evaluations. These deliverables are produced as agreed in a contract between the QPC and the client leader.
- a. Based on the Coast Guard Strategic Plan and the Commandant's Direction, Commandant (G-CQM) establishes quality and management effectiveness goals and objectives. Together with the Leadership and Quality Institute (LQI), the program supports individual and collective QPCs to develop and maintain core competencies required to assist their clients to respond to and fulfill Coast Guard quality and management strategies, initiatives, and goals. That is, the program and LQI provide information, training, and resources to QPCs to enable them to deliver relevant products, services, and processes. Every QPC location can provide the minimum services noted below as well as additional services developed based on regional leadership emphasis and interest. These services are made available to assist leaders in meeting Service quality and management goals. The ultimate outcome is adoption by every directorate, unit and staff of the systematic leadership and management approach embedded in the Commandant's Quality Award criteria and principles.
 - b. The primary products, services, and processes offered by the QPCs include, but are not limited to:
 - (1) Various assessments for determining the current state of a given situation, such as, climate assessments, environmental analysis, management and employee interviews, data analysis, consultant observations, etc.;
 - (2) Commandant's Quality Award (CQA) awareness training and assessment;

- (3) Strategic planning, strategic alignment;
 - (4) Action planning;
 - (5) Process mapping, analysis, measurement and improvement;
 - (6) Conference/event planning, facilitation/moderation;
 - (7) Intervention development, implementation and monitoring. An intervention is a product or process that is intended to change a current condition toward a stated goal or end state. These may include commercial-off-the-shelf products and courses such as facilitator training, CQA awareness, strategic planning and management, Zenger-Miller Management and Leadership Courses, team leader/team member courses, Covey Seven Habits of Highly Effective People, meeting management, etc. Custom intervention designs may include job aids, workflow design, reward and recognition programs, Action Workout projects, balanced scorecard or performance measurement development, unit-specific training, process mapping and improvement, etc.
 - (8) Repository for leadership, quality, management, and facilitation tools, references and resources (such as a book and video library).
- c. To improve program ability to institute quality and management effectiveness goals, particularly when coupled with innovation initiatives, greater reliance on the area commanders' staffs is a necessity. Each area commander shall establish a performance excellence staff or branch, assigned to the chief of staff or resource management division. Area performance excellence staff/branch chiefs shall align with Commandant (G-CQM) and shall ensure that Leadership Council initiatives and goals are carried out. Implementation of those initiatives and goals will be left to the areas and districts, employing their QPCs as appropriate. Commandant (G-CQM) will work with area staff chiefs to plan and coordinate work at the organization level.
 - d. Each QPC shall be under the administrative and operational control of his/her area or district commander. Administrative control may be delegated to the chief of staff, resource management division chief or area performance excellence staff/branch chief. The Headquarters QPCs shall be under the administrative and operational control of Commandant (G-CQM). QPCs administratively assigned to districts shall receive and follow programmatic direction provided by the area performance excellence staff/branch chief. Generally, QPCs will, in consultation with their own staff chief and area/district commander, determine their workload emphasis, in keeping with area commander, program manager, and Coast Guard Leadership Council guidance.
 - e. Commandant (G-CQM) will provide funds for service-wide project travel and materials for working with clients in addition to an annual QPC conference for program evaluation, planning and/or developing core skills. Area and district commanders will provide all other administrative support, including, travel orders, materials for work with QPC client

units, QPC leadership and management library and reference materials, computers and office supplies, and funds for training/conferences for improving or building QPC skills and knowledge.

- f. The primary QPC customer segments are: senior leadership teams at headquarters (HQ), area, district, and maintenance and logistics commands (MLCs); program directors and managers at HQ, area, district, and MLC; and command cadre at Coast Guard units. QPCs serve all Coast Guard commands within a geographic area. QPCs shall focus their work on these customers. QPCs shall not function simply as facilitators for senior management teams. While many QPCs have facilitation expertise—and may facilitate when best suited for an in-depth process understanding or a particular group or problem—facilitator-trained Coast Guard members should generally be used to facilitate such meetings.
- g. The program collects measures of effectiveness for each program goal. In benchmarking the consulting industry, the most relevant measurement dimensions were identified and have been adopted. In industry terms, time and effort expended on behalf of a specific client is known as *billable time*—a critical measure as it represents consultant productivity. The following applies to program measurement requirements.
 - (1) Each QPC shall provide a minimum of 120 days a year of billable client time performing consultant work. A billable day is 8-9 hours of consulting (which includes assessing, consulting, and providing or monitoring an intervention) for a specific and identifiable client under a written or verbal contract. Of 120 billable days per year, each QPC will spend approximately 30 days on organization-level, systems-oriented projects including major process improvement, innovation and workload management initiatives.
 - (2) Each QPC will spend a minimum of 12 billable days per year, plus 4 days of training, serving on the Commandant's Quality Award Board of Examiners.
 - (3) QPCs should focus on high yield, high return consulting projects that provide value to the Coast Guard. QPCs are not to be employed as additional staff or act as another pair of hands to conduct staff work at the area or district office. It is strongly recommended that a QPC not be tasked with collateral duties that require more than 1.0 days per month to complete.
 - (4) Each QPC shall submit a monthly activity report to the Leadership and Quality Institute within seven (7) days of the end of each month. The activity report can be viewed and submitted at <http://www.uscg.mil/hq/uscgaldc/LQI/qpcreport.htm>. This activity report provides data for program measures and indices of effectiveness.
 - (5) Following each discrete consulting event, the QPC(s) will entreat the client to complete a customer evaluation. Again, this evaluation provides data for program measures and indices of effectiveness and provides information on customer satisfaction, impact, return on investment and QPC competence/confidence. The

customer evaluation can be found and submitted at
<http://www.uscg.mil/hq/uscga/ldc/lqi/qpcevaluation.htm>.

- (6) LQI will collect data and provide reports on a quarterly basis to the program manager on the overall program, to the area staff chiefs on overall area QPC performance, and to QPCs on their own individual performance.
6. PROCEDURES. Headquarters, area, district, and MLC senior leadership teams, program directors, staff chiefs, and command cadre at Coast Guard units are encouraged to solicit assistance from QPCs in their region to achieve the purposes stated in this Instruction. For assistance, contact QPCs directly. Locate regional QPCs by visiting <http://www.uscg.mil/hq/uscga/ldc/lqi/QPCRST.HTM>.
 - a. District chiefs of staffs and area performance excellence staffs are responsible for providing all the administrative support and coordination for the QPCs as outlined in paragraphs 5.b. and 5.c. of this Instruction.
 - b. Area performance excellence staff chiefs are responsible to ensure that area, program, and Leadership Council goals are carried out by disseminating goals and guidance, developing area-wide strategies, and coordinating collaborative projects at area, district, MLC and HQ units.
 - c. The Office of Quality and Management Effectiveness (Commandant (G-CQM)) is responsible for overall administration and oversight of the QPCs, including:
 - (1) Program evaluation through analysis of data compiled from customers and monthly QPC reports. Adjust policy, funding, training, and/or guidance accordingly.
 - (2) Work with area performance excellence staff chiefs, QPCs and local supervisors to provide direction and guidance for annual program emphasis and organization-level projects. Provide annual direction in writing.
 - (3) Advocate for QPCs as needed. Work with incumbent QPCs, local supervisors, and military assignment officers to ensure motivated and well-suited individuals are assigned to open military billets. Provide guidance to area staff chiefs and local supervisors whenever hiring civilian QPCs is required.
 - (4) Approval of curriculum and certification requirements for new QPCs as developed and delivered by the Leadership and Quality Institute (LQI).
 - d. The Leadership and Quality Institute (LQI), Leadership Development Center (LDC), Coast Guard Academy is responsible to:
 - (1) Train QPCs to deliver appropriate performance and management-related consultation, assessments, and interventions to Coast Guard clients.

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- Develop/identify course outlines and materials for standard and consistent use and delivery by QPCs.
- (2) Develop a standard curriculum focused on preparing mid-career Coast Guard people to lead leaders and teams in achieving the purpose of this Instruction.
 - (3) Serve as a focal point for QPCs for Commandant's Quality Award related issues, and for developing standard training materials to address Coast Guard-wide deficiencies/needs.
 - (4) Serve as the repository for report submissions by QPCs and their customers. Provide quarterly updates/reports on overall program performance to Commandant (G-CQM), quarterly updates/reports on overall area QPC performance to the area performance excellence staff chiefs, and provide/respond to QPC requests for information on their own performance.
 - (5) Formally certify QPCs to perform their established duties.
- e. Coast Guard military members who desire to fill a QPC billet may contact the program manager (Commandant (G-CQM)) or the appropriate assignment officer for additional information. Interested civilian employees are encouraged to contact the program manager and look for position vacancy announcements for application opportunities.

T. W. JOSIAH /s/
Chief of Staff